

# Management style, corporate culture, employee performance in Chinese private universities: Basis for employee retention framework

Guo, Yali ✉

Graduate School, Lyceum of the Philippines University – Batangas, Philippines



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## Abstract

Employee retention in universities and colleges is crucial for several reasons. It impacts the overall success of the institution, student learning, and staff morale. This paper takes private universities in China to discuss the influence of management style, corporate culture and employee performance on employee retention. Through combing relevant literature and field investigation, this study found that there was a significant positive correlation between management style and employee performance, and corporate culture and employee retention rate. This study constructs a framework based on employee retention, which emphasizes the importance of manager leadership and incentive mechanisms in improving employee performance and satisfaction, while also focusing on the impact of shaping and inheriting corporate culture on employee loyalty and sense of belonging. This study used quantitative research methods to examine the impact of management style, corporate culture, and employee performance on employee retention by distributing questionnaires to 536 employees and collecting and analyzing questionnaire data. The results show that management style, corporate culture and employee performance have significant effects on employee retention. This study provides theoretical basis and practical guidance for Chinese private universities to improve the staff retention rate. By applying the framework proposed by this study, private universities can better understand employee needs and develop targeted management strategies to improve employee performance and satisfaction and reduce employee turnover rate. Moreover, this study also provides a reference for the international development of private universities in China, and provides ideas and methods for cultivating leaders with international vision and management ability.

**Keywords:** empirical study, employee retention, management style, corporate culture, employee performance

## **Management style, corporate culture, employee performance in Chinese private universities: Basis for employee retention framework**

### **1. Introduction**

Employee retention in universities and colleges is crucial for several reasons. It impacts the overall success of the institution, student learning, and staff morale. In today's diverse and competitive market world, employees are committed to their work to succeed. The motivation and dedication of employees determine the success of an organization, and the most important thing affecting it is performance management, which is determined through management style and corporate culture. In today's diverse and competitive market world, employees are committed to their work to succeed. According to the survey, as of June 15, 2023, there are 2820 institutions of higher learning, including 1275 undergraduate colleges and 1545 higher vocational colleges (junior colleges); 785 private colleges, accounting for more than a quarter of the total, so the research on employee performance of private universities is imperative.

Management style and enterprise culture affect the performance of employees, and further influence the motivation and dedication of an organization, especially whether the private university can stimulate the enthusiasm of employees and realize self-worth and stand out among national universities. If the mission and vision of the university are to be fulfilled, the choices must be clear continue past exhortation, cliches, and flawed existing institutional structures, or support the political intentions announced in the new, approach of agricultural research, training, and service, to produce positive revolutionary change (Wang, 2019). However, the funding must be combined with good management. This paper selects the influence of the management style of three representative private universities on the performance of their employees. Because the events occurring in Oyalabu et al. (2023) are sufficient to study this nature. The results of this research work will ultimately lead to the success or failure of management and therefore suggest the style employed. This study is also important as this is the first of this kind that has been conducted at the university.

Similar studies have been conducted in the commercial and healthcare industries. Chang et al. (2018) conducted an empirical study to examine the impact of the leadership process on organizational performance. The study concluded that strategic leadership impacts the company's overall performance. ALFadhlah and Elamir (2021) conducted a study to examine the impact of leadership style on the performance of public and private hospitals in Kuwait. The study found that the managers and staff of public and private hospitals in Kuwait believed that the transformative leadership style of the president and department head led to high levels of hospital performance. Ratnadi et al. (2020) conducted surveys to investigate and understand the relationship between the transformative leadership style of the CEO and behavior and the high performance of the emergency care hospital sector in the healthcare industry. Both of these factors are correlated. Harsono et al. (2021) show that companies that strongly emphasize any one leadership style perform better than those with weak or uncertain leadership styles. When analyzing the relationship between small business leadership style and enterprise effectiveness, it is concluded that certain leadership styles have a positive impact on enterprise effectiveness (Shahzad et al., 2022). Beauty and Aigbogun (2022) conducted a study on the relationship between human resource management (HRM) practices, leadership style, competitive strategy, and business performance. The study concluded that transformational leadership had a significant impact on business performance; HRM practices related to leadership style in six HRM practices (training and development, compensation/incentive, and HR regeneration initiatives). The study further noted that HRM practices are significantly associated with competitive strategies (cost reduction, innovation, and quality improvement) that have a significant impact on business performance.

Finally, the study noted that improper performance evaluations may reduce employee performance. Every organization has a specific cultural attribute relating to its function and uniqueness (Thakur et al., 2018). Culture

is a combination of ways that executes many activities and, simultaneously adopts its paradigms & values. The culture of a workplace guides the employees as to how to perform and administer the concerned policies (Mansaray & Mansaray, 2020). By and large, this impacts everyone's perception of business right after the topmost executive to the lowest rank.

Judhei and Salindo (2018) comprehend that currently organizations' efforts within a setting that continually altering and is extremely difficult to envisage these alterations. As a result, the organizations are ready to devote more time and money to the variations just to acquire superior performance. Corporate culture is a collection of norms and values that are extensively allocated and intensely detained throughout the organization. In the context of organizational internal environment culture performs an important role. Employees are the strength of a place of work that aims to establish effective management. Ahmad states that human resource managers must be aware of emerging concepts and measure their applications for organizations. Besides, professionals should realize the financial, technological, and other facets of the industry as well as the organizations. Organizational development is related to developing the comfort of an organization, attracting individuals from different facets of life, and conveying required achievement throughout the completion of business aims and targets. An organization must realize the expectations of their employees to attain the essential deed and performance.

The understanding of the predictions of the workforce enables the desired behavior of the workforce such as competence, cooperation, motivation, commitment, and satisfaction within the organization. According to Collins cultures are overall established, socially sustained, and individually understood. Further, it has a natural inclination to combine behavior, which ensues by producing usual norms and a common social identity; such an outright performance inside a specified establishment is famous as a business as well as a corporate culture. In the course of evolving the organizational culture, there is a need not only for the human resource department but also for the involvement and participation of the topmost executives of the organization. The supervision of an organization holds a sound and convincing culture. Besides, shows its commitment to the goal and concept of the organization. The culture emphasizes the social and individual sides of managerial life. Additionally, enables employees to achieve a common goal as well as commencing appropriate systems. Management must focus on creating a learning environment and a convenient organizational culture to enhance employees' performance. The reliability of workers depends on the realization and responsiveness of the culture that develops the performance of the workplace. Overall, universities in China need to address factors that contribute to employee dissatisfaction and implement strategies to create a more supportive and growth-oriented work environment. This will likely lead to improved employee retention and a more stable and productive workforce.

**Objectives of the Study** - This study aimed to explore the management style, corporate culture, and employee performance of Chinese private universities on employee performance as basis for universities to develop a human resource management framework to retain talents. Specifically, it aimed to determine the management style of the university in view of Information management style, Knowledge management style, Social responsibility management style; describe the organizational culture in terms of fairness, adaptability and inclusiveness; determine the employee performance in terms Task performance. Organizational citizenship behavior and Counterproductive work behavior. It also tested the significant relationships among management style, organizational culture and employee performance. It also proposed an employee retention framework for private universities in China.

## 2. Methods

**Research Design** - This study adopts a descriptive research design to provide a sufficient and accurate interpretation of the results. In the descriptive study, the researchers carefully and scientifically observe the social phenomena studied, and then describe them in detail from the aspects of characteristics, status, scale and degree. The researchers tried to collect information from the respondents by providing and distributing questionnaires. This research method helps to effectively collect the data of the respondents. This study used a descriptive approach to describe the characteristics and behaviors of respondents through data processing to

reveal the impact of Information management style, Knowledge management style, Social responsibility management style; cultural diversity, equity and inclusiveness on the employee performance of private universities in China.

**Participants of the Study** - The respondents of this paper are representative employees of private universities in China (such as Hebei University of Communication, Xi'an Siyuan University, Xi'an Automotive Vocational University, Geely College and Qilu Institute of Technology). A total of 536 respondents completed the questionnaire. Female respondents accounted for 52.8%, slightly more than male respondents. From the perspective of age, respondents aged 21 to 30 account for 34.3% of the total. Compared with those in the higher-level group, respondents in this age group are willing to take time to complete the questionnaire, so as to understand the performance of the university. At the same time, 56.9% of them are married, indicating that the college staff will get married after working for a period of time. These people have a higher sense of responsibility. In terms of academic qualifications, the interviewees' academic qualifications are at the normal level. The number of people with master or above is small, accounting for only 3.4%. These highly educated people often work in private universities and hold important management positions. The number of undergraduate course accounts for the largest proportion, reaching 34.3%, which is higher than the undergraduate penetration rate in China. People who have received higher education will have a deeper understanding of academic research and are more willing to participate in academic research activities. As can be seen from the working years, the proportion of the 5-6 years working years 27.8%, The vast majority of teachers have worked for more than 2 years, indicating that the number of new teachers in the school is not very large, and the job of teachers is relatively stable.

**Data Gathering Instrument** - Questionnaire survey is an empirical research method, which has the advantage of obtaining data more directly. Compared with other research methods, questionnaire survey has its unique advantages, such as high degree of standardization, large amount of data can be obtained in a short time, obvious effect, simple and flexible. Therefore, in the field of research, questionnaire survey is widely used. The design method and process are constantly improved, and the corresponding measurement scale is obtained. This means that the questionnaire survey design used in this study is scientifically verified and proved, with credibility and effectiveness. The questionnaire involved in this study mainly involves the dimensions of three variables, using the four-level measurement method Likert scale, 1 means 'completely disagree'; 2 means 'disagree'; 3 represents 'consent'; 4 means 'full consent'. This scale can more accurately reflect the attitudes and opinions of the respondents, so as to provide more accurate data for the study. The instrument was composed of three parts: management style, corporate culture and management style. It was tested for reliability as follows: Information management style (0.881), Knowledge management style(0.914), Social responsibility (0.898), Inclusive(0.890), Task performance(0.857), Management performance (0.912), Contextual performance(0.898). Only two variables Cronbach's Alpha  $\geq 0.90$ , marked as Excellent grade, the other seven variables Cronbach's Alpha were greater than 0.8, marked as Good. The above data fully shows that each item has high internal consistency.

**Data Gathering Procedure** - An official letter was sent to the Director of Human Resource and Development Office of the university under study to determine the exact number of faculty members to accurately compute for the sample size and obtain approval for the data collection. After approval was granted, questionnaires were distributed online to target participants. Employees who agreed to take part in the study were assured that their responses would be treated with confidentiality. Before collecting data, in order to ensure that the questionnaire studied can obtain effective information from enterprises, after the preliminary design of the questionnaire, we distributed the questionnaire to some enterprises for investigation. In the survey, the main purpose is to check whether the respondents' understanding of the options has deviated, and to correct and improve the content of the questionnaire in a timely manner according to their answers and problems encountered. Through the evaluation of the data, it can be confirmed that the reliability and validity of the measurement tools used in this paper are very good, which can provide a reliable basis for empirical research. The questionnaire clearly shows that the survey is only used for academic research and the information collected

is kept confidential. Therefore, the final questionnaires obtained are recognized by all parties concerned, and the collected data are true and reliable.

**Ethical Considerations** - The researchers considered the ethical factors when conducting the study such as the informed consent and disclosure of information. The researchers provided a communication for the respondents before they answer the questionnaire seeking permission if they could participate in the study. The participants have every right to refuse to participate or answer the questions that make them feel uncomfortable to do so. To disclose the information, no name or personal identification is required to be written in the questionnaire. No video or audio recording will be done to maintain the confidentiality of the respondents who answered the questionnaire.

**Data Analysis** - The data gathered were tallied, tabulated, encoded and analyzed accordingly using the following statistical methods/tools: Frequency distribution, and percentage was used to determine the profile of the Faculty members in terms of gender, age, married, education level and working years in teaching profession. Weighted mean and rank were used to determine the management style of the university in view of Information management style, Knowledge management style, Social responsibility management style; to describe the organizational culture in terms of fairness, adaptability and inclusiveness ; and to determine the employee performance in terms Task performance. Management performance contextual performance.

### 3. Results and discussion

**Table 1**

*Summary Table on Management Style of the University*

Key Result Areas	Composite Mean	VI	Rank
Information Management Style	2.55	Agree	3
Knowledge Management Style	2.65	Agree	1
Social Responsibility Management Style	2.60	Agree	2
Grand Composite Mean	2.60	Agree	

*Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree*

Table 1 summarize the management style of the university. According to the results of data analysis, the composite mean of these three indicators is 2.60, and the respondents said that they do agree with it. Among these three indicators, respondents have a high degree of recognition for Knowledge management style, with a composite mean of 2.65. Most respondents agreed with the dimension of the social responsibility management style, whose composite mean was 2.60, ranking second. Information Management Style has a composite mean of 2.55, ranking last, with respondents agreeing with this indicator.

First of all, strengthening the construction of information infrastructure is the key to improve the quality of college education. With the rapid development of information technology, the demand for information in teaching, scientific research and management is increasing. Good information infrastructure can provide rich information resources for colleges and universities, help teachers and students to obtain the latest academic trends and research progress, and improve the level of education and teaching. In addition, the information infrastructure can also support universities to carry out new education models, such as distance education and online teaching, to meet the diverse needs of talent training. Secondly, it is crucial to improve the quality and ability of information managers. Information management personnel are the key users and service providers of information infrastructure in colleges and universities. Their professional quality and ability directly affect the quality and effect of information service in colleges and universities. Through training and selection, improving the professional quality of information management personnel can ensure the accuracy, timeliness and security of information, and provide better information services for college teachers and students.

In addition, ensuring information security is also an important aspect of information infrastructure construction in colleges and universities. In the process of informatization, the problem of information security is

becoming increasingly prominent. College information involves state secrets, trade secrets and personal privacy, and once it is leaked, it will cause serious losses to universities and the country. Therefore, strengthening the information security protection and improving the security awareness of information management personnel is the fundamental guarantee to ensure the information security of colleges and universities.

In today's knowledge economy era, universities, as an important base of knowledge innovation and talent training, shoulder the important mission of promoting social progress and promoting human well-being. Zhao and Wang (2020) clearly proposed that universities should focus on promoting the sharing and inheritance of knowledge, strengthen the cultivation of knowledge innovation ability, and improve the awareness of intellectual property protection. This view highlights the core position of knowledge innovation and intellectual property rights in the development of colleges and universities, and also provides beneficial enlightenment for the reform of colleges and universities.

First of all, the sharing and inheritance of knowledge is the cornerstone of university development. As a valuable resource, the sharing and inheritance of knowledge in universities can promote the communication and cooperation between teachers and students, stimulate the potential of innovation, and improve the quality of education and teaching. In addition, colleges and universities should also pay attention to the integration with the external knowledge system, so as to realize the interaction and sharing of internal and external knowledge, further broaden the academic horizon, and improve the research level. Secondly, it is the bounden responsibility of universities to strengthen the cultivation of knowledge innovation ability. In the fierce market competition, innovation ability has become an important driving force for the development of the country and the nation. Colleges and universities should focus on cultivating teachers and students with innovative spirit to provide a steady stream of talent support for scientific and technological innovation, cultural innovation and social innovation in China.

Finally, improving the awareness of intellectual property protection is the key to guarantee the achievements of intellectual innovation. Intellectual property rights are the legal embodiment of innovation achievements. The effective protection of intellectual property rights is conducive to stimulating innovation vitality and promoting the transformation and application of scientific and technological achievements. Colleges and universities should actively advocate intellectual property protection in education, teaching and scientific research activities, strengthen the intellectual property awareness of teachers and students, and create favorable conditions for the transformation and promotion of innovative achievements. Following the research of Zhao and Wang (2020) further pointed out research that universities should establish sound social responsibility management systems and norms, strengthen communication and cooperation with all sectors of society, improve the quality of talent training and the conversion rate of scientific research achievements, and actively participate in social public welfare undertakings and cultural inheritance activities. This is not only helpful to improve the social image and influence of colleges and universities, but also conducive to realize the common development of colleges and universities and the society.

**Table 2**

*Summary Table on Organizational Culture*

Key Result Areas	Composite Mean	VI	Rank
Fairness	2.58	Agree	1
Adaptability	2.54	Agree	3
Inclusive	2.57	Agree	2
Grand Composite Mean	2.56	Agree	

*Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree*

Table 2 represents the results of the respondents' three types of surveys on organizational culture whose composite mean score is 2.56, which is recognized by the respondents. Fairness refers to the impartiality of an organization in the resource allocation, reward mechanism and decision-making process. According to the statistical data, the average fairness of this survey is 2.58. Fairness is an important part of organizational culture,

which plays a positive role in improving employees' enthusiasm and work efficiency. In practical work, the organization should pay full attention to the implementation of fairness to ensure that employees feel fair treatment, so as to improve employees' job satisfaction and loyalty.

Adaptability refers to the ability of organizations to adjust in the face of the external environment and internal change. Adaptable organizations can respond to market changes and achieve sustainable development. The adaptive mean of this survey was 2.54. Adaptability is an important embodiment of organizational competitiveness. While constantly optimizing the internal management mechanism, the organization should pay attention to the changes in the external environment and improve its own adjustment ability to cope with the uncertain market environment. Inclusive means that organizations can fully respect and accept employees with different views, cultures and backgrounds, and provide a broad space for their development. The inclusive mean of this survey was 2.57. Inclusiveness helps to improve the organization's innovation ability and teamwork spirit. Organizations should pay attention to inclusiveness in talent training and system design, promote the integration of multiple cultures, and stimulate the creativity and potential of employees.

Compliance refers to the comprehensive performance of various indicators of organizational culture. The weighted mean is 2.56, indicating that the overall performance of organizational culture is relatively stable. However, the organization should fully realize the importance of culture and continuously pay attention to and optimize the indicators to achieve the long-term development of the organization. It can be seen from the above analysis that universities perform well in fairness and inclusiveness, but there is still room for improvement in adaptability. In order to strengthen the construction of organizational culture, colleges and universities should pay attention to the following aspects: they should examine the process of decision-making and resource allocation, ensure fair treatment of every employee, and improve their sense of belonging and satisfaction. This can be achieved by establishing a sound fair mechanism and strengthening internal communication. We should continue to pay attention to the changes in the external environment, timely adjust strategies and management strategies, to ensure the long-term development of the organization. In addition, the innovative spirit and adaptability of employees should be encouraged to improve the adaptability of the organization. Employees with different backgrounds, views and personalities should be respected and accepted to create an open and diverse cultural atmosphere. Promote personal growth and potential by providing diverse training and development opportunities.

**Table 3**

*Summary Table on Employee Performance*

Key Result Areas	Composite Mean	VI	Rank
Task Performance	2.55	Agree	2
Management Performance	2.53	Agree	3
Contextual Performance	2.62	Agree	1
Grand Composite Mean	2.57	Agree	

*Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree*

Table 3 shows the overall description of the three indicators of the variable of employee performance, whose composite mean is 2.57. Respondents do agree with their company's performance on these three indicators. Task performance has a composite mean of 2.55,. Specifically, they had moderate performance in completing their daily work tasks, projects, or goals. This result may indicate that employees need to further improve their productivity and effectiveness to achieve higher performance levels. Management performance composite mean of 2.53 means that their management skills and abilities showed moderate performance. For those in management positions, they need to improve their management skills, including leadership, teamwork and decision-making skills. Contextual performance composite mean is 2.62. A score of 2.62 indicates better employee performance when coping with different job challenges and stress. This shows that employees have good adaptability and problem-solving skills. Through the above analysis, it can be seen that these scholars have conducted in-depth discussion and research on the performance of university employees from different

perspectives, and provided targeted suggestions and strategies. These research results can not only help to improve the work performance of university employees, but also provide a useful reference for the organization's human resource management and staff development.

**Table 4***Relationship Between Management Style and Organizational Culture*

Variables	rho	p-value	Interpretation
<b>Information Management Style</b>			
Fairness	0.439**	<.001	Highly Significant
Adaptability	0.484**	<.001	Highly Significant
Inclusive	0.437**	<.001	Highly Significant
<b>Knowledge Management Style</b>			
Fairness	0.398**	<.001	Highly Significant
Adaptability	0.415**	<.001	Highly Significant
Inclusive	0.462**	<.001	Highly Significant
<b>Social Responsibility Management Style</b>			
Fairness	0.423**	<.001	Highly Significant
Adaptability	0.413**	<.001	Highly Significant
Inclusive	0.440**	<.001	Highly Significant

\*\* . Correlation is significant at the 0.01 level

As shown in the table, the calculated rho values ranging from 0.398 to 0.484 indicate a modest direct relationship between the sub-variables of management style and organizational culture. There was a statistically significant relationship between management style and organizational culture because the p-value obtained was less than 0.01. Notably, although the correlation values were at moderate levels, the strength of the relationship between the variables proved to be highly significant. This means that an important relationship has been discovered, and that the more the management style is suitable to the actual situation of the organization culture, the higher the recognition of their organizational managers. Several studies have shown a correlation between information management style and organizational culture. Organizational culture refers to the values, beliefs, expectations, and codes of conduct of an organization. Her research mainly explores how information management style influences the formation and development of organizational culture, and how organizational culture shapes information management style.

There is a strong correlation between social responsibility management style and organizational culture. The culture of an organization not only affects the behavior and values of its members, but also affects the public. Therefore, enterprises should actively cultivate an organizational culture with a strong sense of social responsibility and mission, and integrate it into the day-to-day operations and strategic planning of the organization. This not only helps to improve the social reputation and long-term profitability of enterprises, but also helps to promote the sustainable development of the whole society.

**Table 5***Relationship Between Management Style and Employee Performance*

Variables	rho	p-value	Interpretation
<b>Information Management Style</b>			
Task Performance	0.499**	<.001	Highly Significant
Management Performance	0.459**	<.001	Highly Significant
Contextual Performance	0.490**	<.001	Highly Significant
<b>Knowledge Management Style</b>			
Task Performance	0.483**	<.001	Highly Significant
Management Performance	0.486**	<.001	Highly Significant
Contextual Performance	0.495**	<.001	Highly Significant
<b>Social Responsibility Management Style</b>			
Task Performance	0.428**	<.001	Highly Significant
Management Performance	0.463**	<.001	Highly Significant
Contextual Performance	0.396**	<.001	Highly Significant

\*\* . Correlation is significant at the 0.01 level



Table 5 lists the relationship between management style and employee performance. As seen in the table, the computed rho-values ranging from 0.396 to 0.499 indicate a moderate direct relationship among the sub variables of management style and employee performance. There was a statistically significant relationship between management style and employee performance, because the obtained p-values were less than 0.01.

This research provides important theoretical support for Chinese enterprises to optimize information management strategies and improve employee performance. The relationship between information management style and employee performance is explored from another perspective. She believes that information management style not only affects the performance at the individual level, but also involves the performance at the team and organizational level. Through case studies of a number of American companies, Professor Smith-all found that companies with efficient information management styles generally had high employee performance, smoother teamwork and increased organizational competitiveness. Her research emphasizes the important role of information management style in the core competitiveness of enterprises, and provides the practical path of information management for all kinds of enterprises. The analysis showed a significant positive correlation between management style and employee performance. Specifically, transformational leadership and democratic leadership styles have a significant positive impact on employee performance. This management style emphasizes employee engagement, support, empowerment, and motivation, and can stimulate employee creativity and initiative to improve job performance.

**Table 6**

*Relationship Between Organizational Culture and Employee Performance*

Variables	rho	p-value	Interpretation
<b>Fairness</b>			
Task Performance	0.461**	<.001	Highly Significant
Management Performance	0.479**	<.001	Highly Significant
Contextual Performance	0.467**	<.001	Highly Significant
<b>Adaptability</b>			
Task Performance	0.442**	<.001	Highly Significant
Management Performance	0.500**	<.001	Highly Significant
Contextual Performance	0.504**	<.001	Highly Significant
<b>Inclusive</b>			
Task Performance	0.443**	<.001	Highly Significant
Management Performance	0.465**	<.001	Highly Significant
Contextual Performance	0.461**	<.001	Highly Significant

\*\* . Correlation is significant at the 0.01 level

Table 6 shows the link between organizational culture and employee performance. As seen in the table, the computed rho-values ranging from 0.442 to 0.500 indicate a moderate direct relationship among the sub variables of organizational culture and employee performance. There was a statistically significant relationship between organizational culture and employee performance, because the obtained p-values were less than 0.01.

There was a significant positive correlation between adaptive organizational culture and employee performance. Specifically, adaptive organizational culture can improve employees' innovation, problem solving, and job satisfaction, thus improving overall job performance. This effect was validated in multiple industries and situations, demonstrating the universal impact of adaptive organizational culture on employee performance. Organizational culture has a significant impact on employee performance, and there is a strong correlation between the two. She believes that a strong organizational culture can provide employees with clear values and codes of conduct, stimulate their sense of belonging and mission, and make them more involved in their work, and thus improve their performance. The study has important implications for understanding the strong correlation between organizational culture and employee performance. Her findings show that a strong organizational culture can enhance employees' sense of belonging, loyalty, self-development and innovation, thus their performance. This is of important guiding significance for organizational management practice, and suggests that managers should pay attention to the construction and development of organizational culture, so as

to promote the personal development of employees and improve the overall performance of the organization. At the same time, it also provides new ideas and methods for future research.

### THE PROPOSED EMPLOYEE RETENTION FRAMEWORK IN CHINESE PRIVATE UNIVERSITIES

Establishing a staff retention framework for Chinese private universities, help organizations determine management style and organizational culture, create a center and support for the performance of university employees, and configure a tailored performance measure for each employee. In addition, help organizations retain talent through effective models. To try to better explore this issue, this paper constructs an employee retention framework by deeply analyzing the paper data, and reveals the interactive relationship between management style, organizational culture and employee performance. The results showed that these three variables has significant relationships

In conclusion, through the research presented in this paper, it reveals the the important role of management style, organizational culture and employee performance in staff retention. Enterprises should fully realize the interactive relationship between the three, and take effective measures to optimize and improve them, in order to improve the employee retention rate, so as to lay a solid foundation for the long-term development of the enterprise.

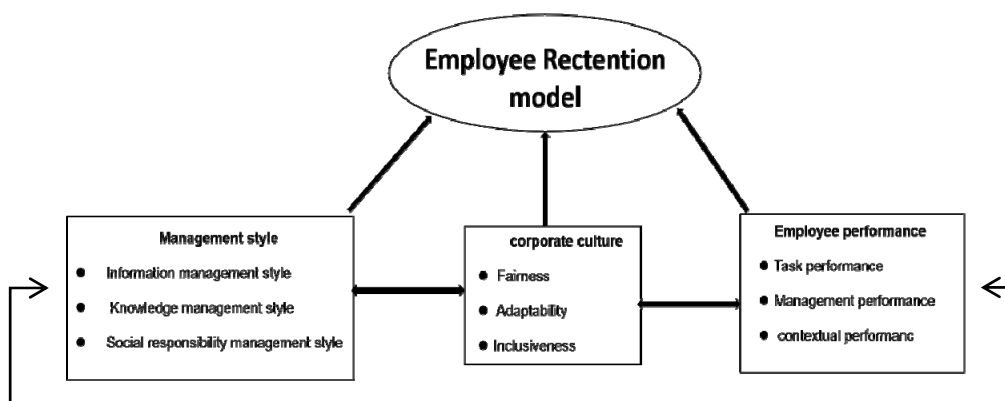


Figure 1. Employee Retention Framework in Chinese Private Universities

#### 4. Conclusions and recommendation

According to the results obtained from the collected data, the following conclusions can be drawn : Respondents agreed with the management style of the universities in terms of Information management, Knowledge management, and social responsibility management. The universities are manifesting good organizational culture in terms of fairness, adaptability and inclusiveness as assessed by the respondents. Employees have good performance in terms of task performance, organizational citizenship behavior and counterproductive work behavior. There are highly significant relationships among management style. organizational culture and employee performance. Developed an employee retention framework for universities in China.

Based on the empirical research in this paper, the author puts forward the following suggestions: The human resource management department of colleges and universities may develop its own strategic human resource planning based on the influencing factors of performance, so as to improve the enthusiasm of employees and create higher value for the school. By determining the management style and organizational culture, the business level and innovation ability of employees can be improved. Also consider breaking employee work practices in order to improve employee performance. Create a center and support for college employee performance, and configure a tailored performance measure for each employee. A mobile friendly call from department heads can increase employee engagement, especially focus and vitality. The organization may adapt the proposed

framework to retain talents. Future studies may also use other variables like employee engagement, innovative behavior and employee motivation to further confirm the results of this study.

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